

# Introduction to Scrum for Managers and Executives

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# The Problems Many Companies Face

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- Time-to-market for products is too long
- Project failure rate is unacceptably high
- ROI delivered frequently falls short
- Responding to change is difficult and costly
- Customer orientation is weak
- Software quality is poor
- Productivity could be higher
- Employee morale, drive and accountability is low
- Widespread micromanagement is required
- Employee turnover rates are too high

# Many Companies Starting to Use Scrum to Achieve Success

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- They are finding Scrum an effective tool for addressing these problems
- Rapid growth in last 3-5 years at leading global companies, including:
  - Google
  - IBM
  - Siemens
  - Nokia
  - Philips
  - Accenture
  - Microsoft
  - Infosys
  - Wipro
  - Motorola
  - Yahoo!
  - TCS

# What Is Scrum Being Used For?

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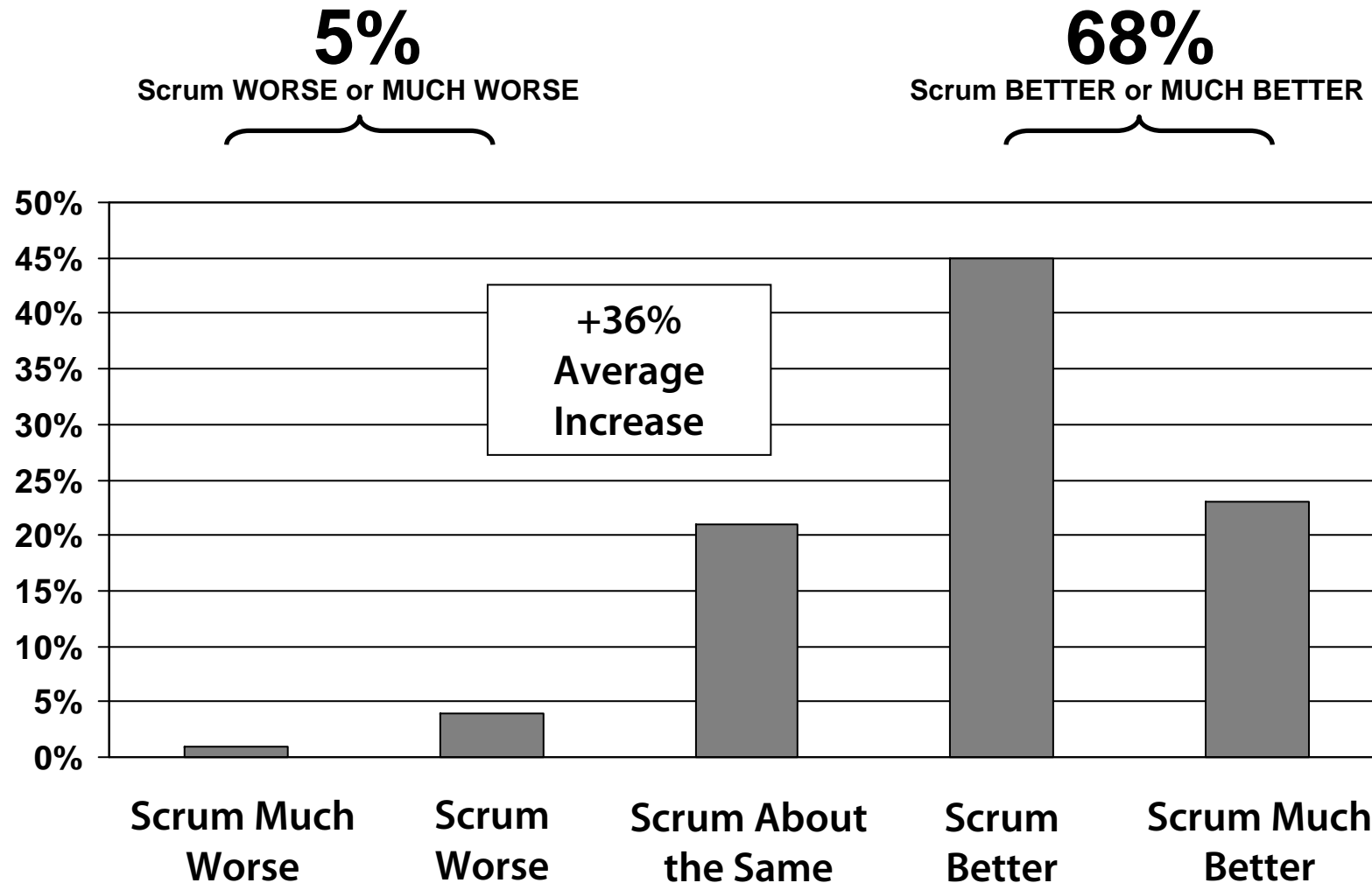
- Large-scale enterprise software projects
- Consumer software products
- US FDA-approved software for X-Rays, MRIs
- High availability systems (99.9999% uptime)
- Financial payment applications
- Large database applications
- Embedded systems
- CMMi Level 5 organizations
- Multi-location development
- Sustaining and Maintenance Projects
- Non-software projects

# Scrum at Yahoo!

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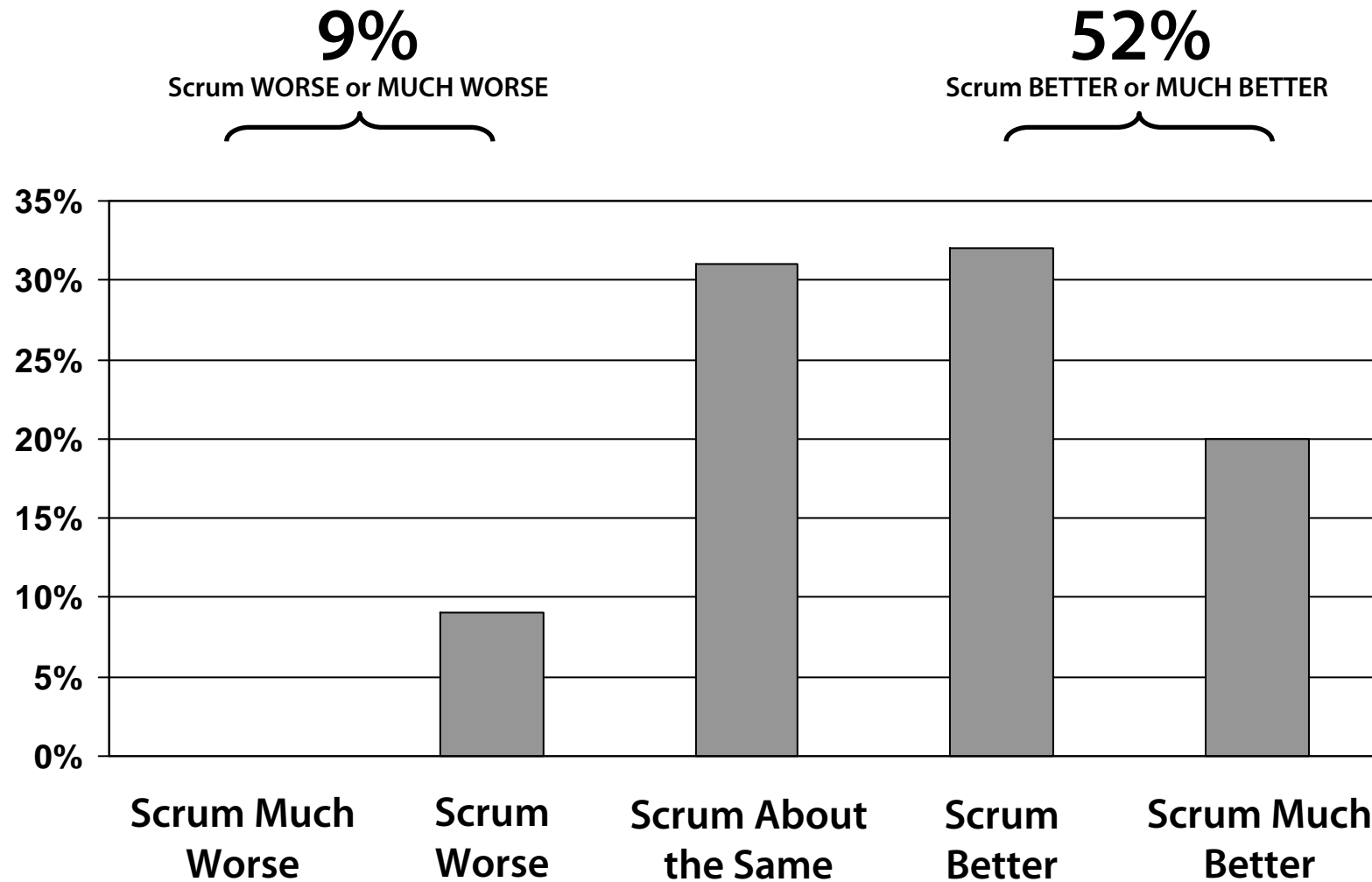
- **Yahoo! has over 200 teams (>2000 people) around the globe using Scrum**
  - User-facing projects
  - Major infrastructure projects
  - Distributed Projects
  - New Products
  - Maintenance Projects
- **Survey data was gathered 18 months after adoption began**
  - Reflects first 80 teams
  - Anonymous responses
  - 84% response rate

# Scrum vs. Previous Approach: Productivity / How much team got done?



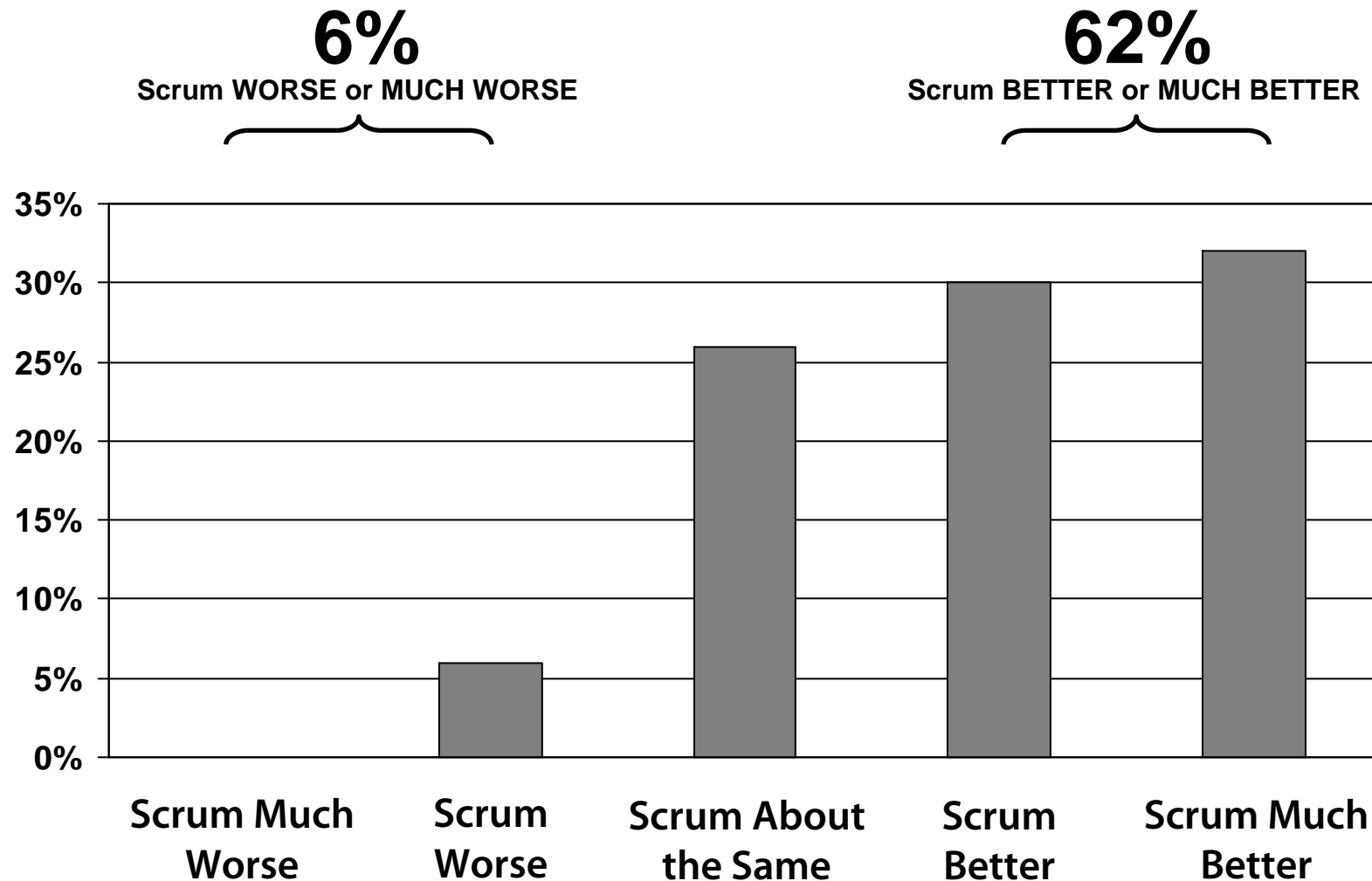
# Scrum vs. Previous Approach: Morale?

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# Scrum vs. Previous Approach: Sense of accountability/ownership in project?

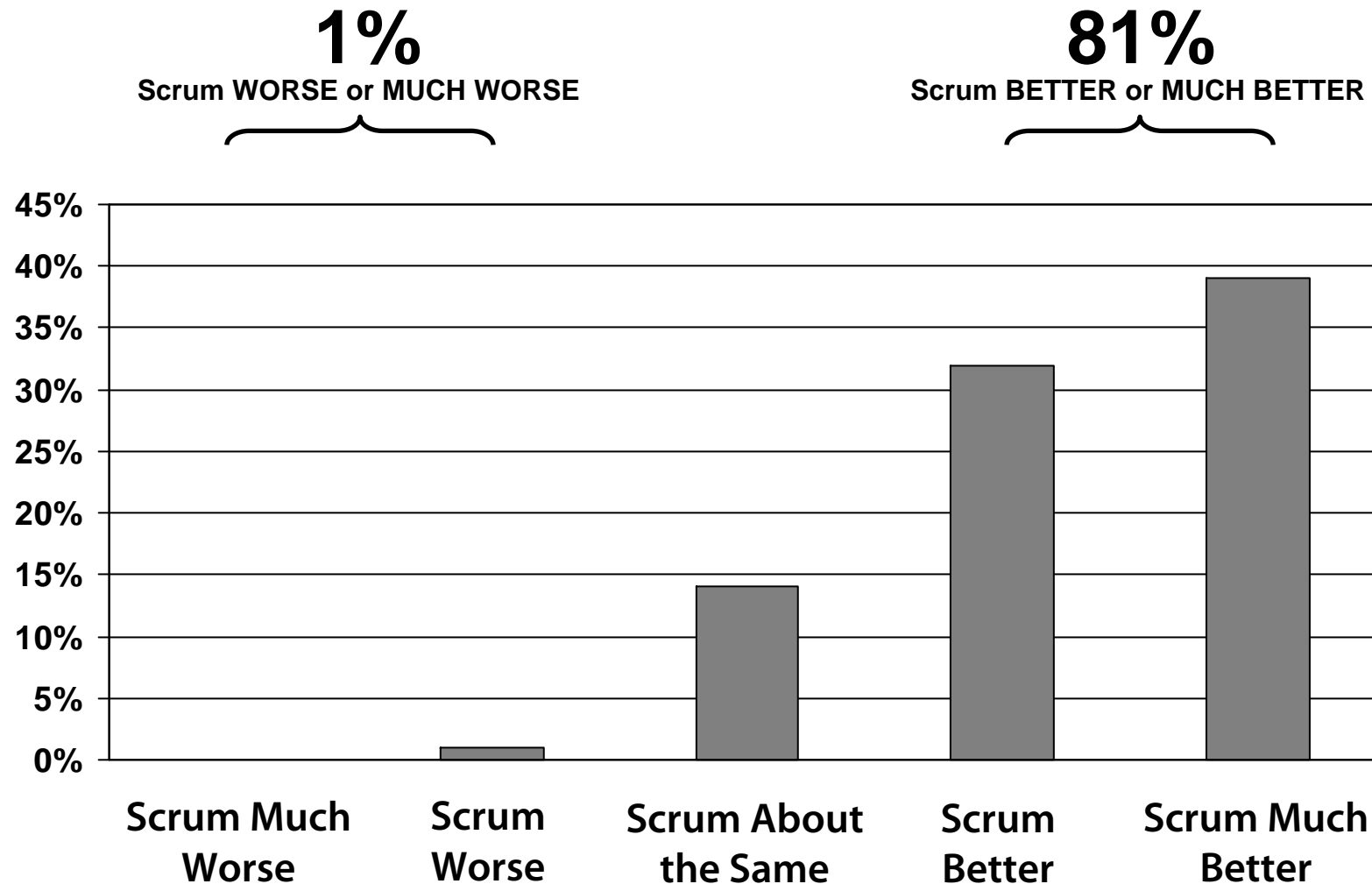
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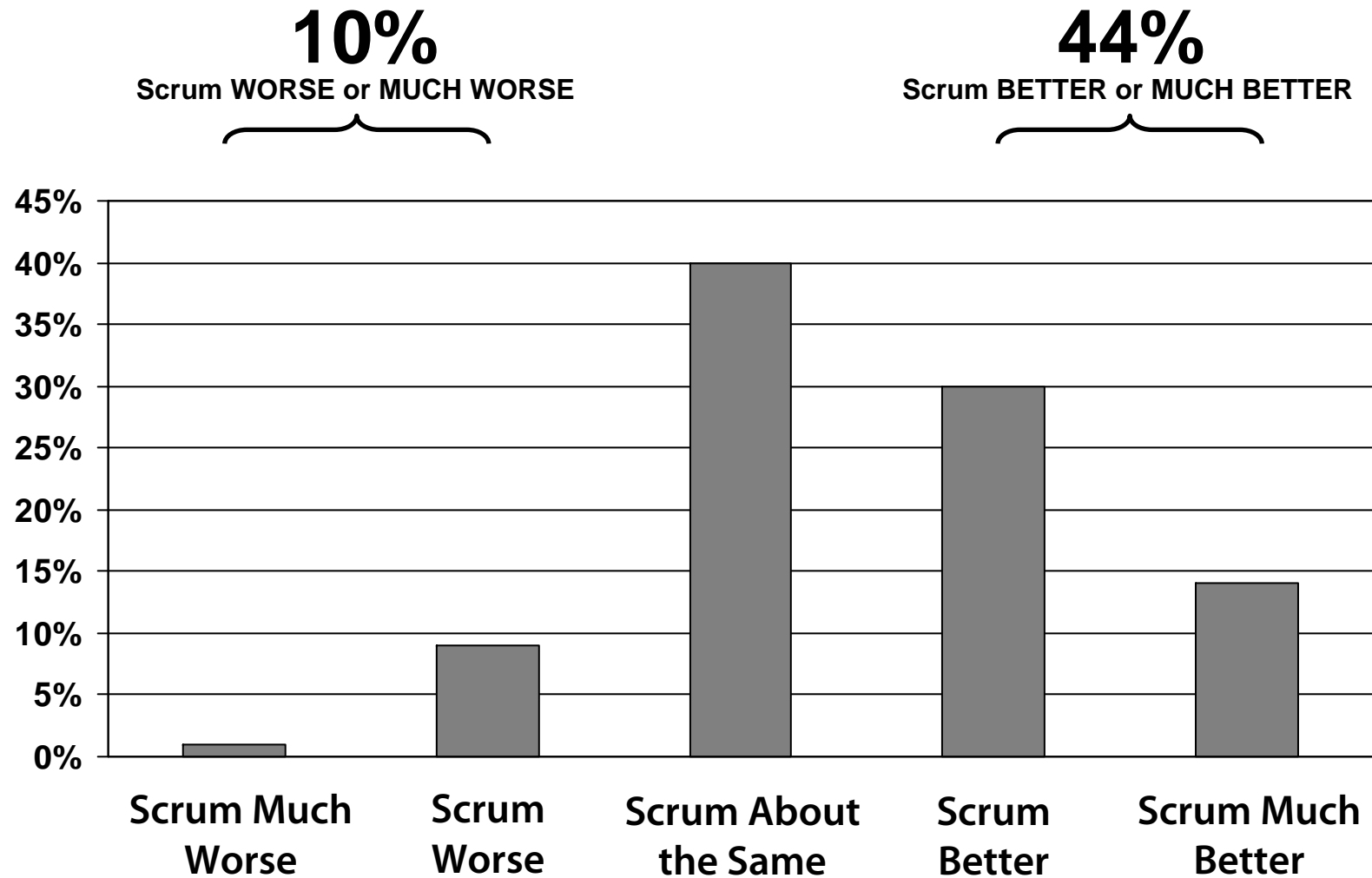
# Scrum vs. Previous Approach: Collaboration and cooperation in the team?

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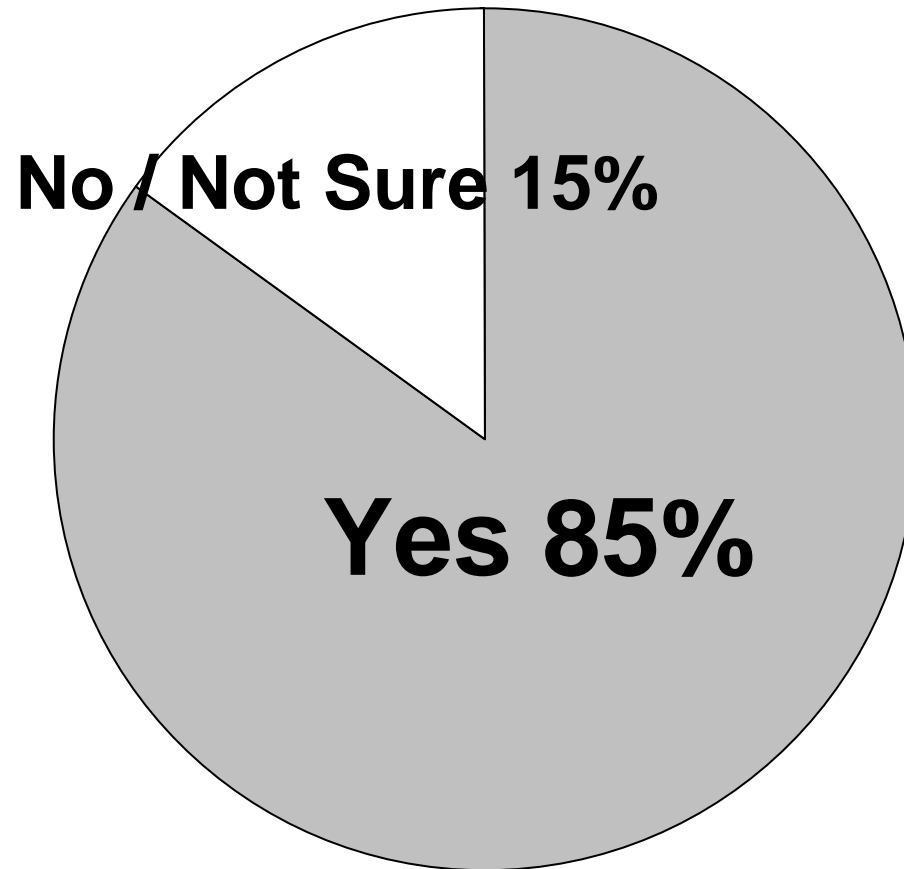
# Scrum vs. Previous Approach: Overall quality of what was developed?

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# If the decision were solely up to you, would your team continue using Scrum?

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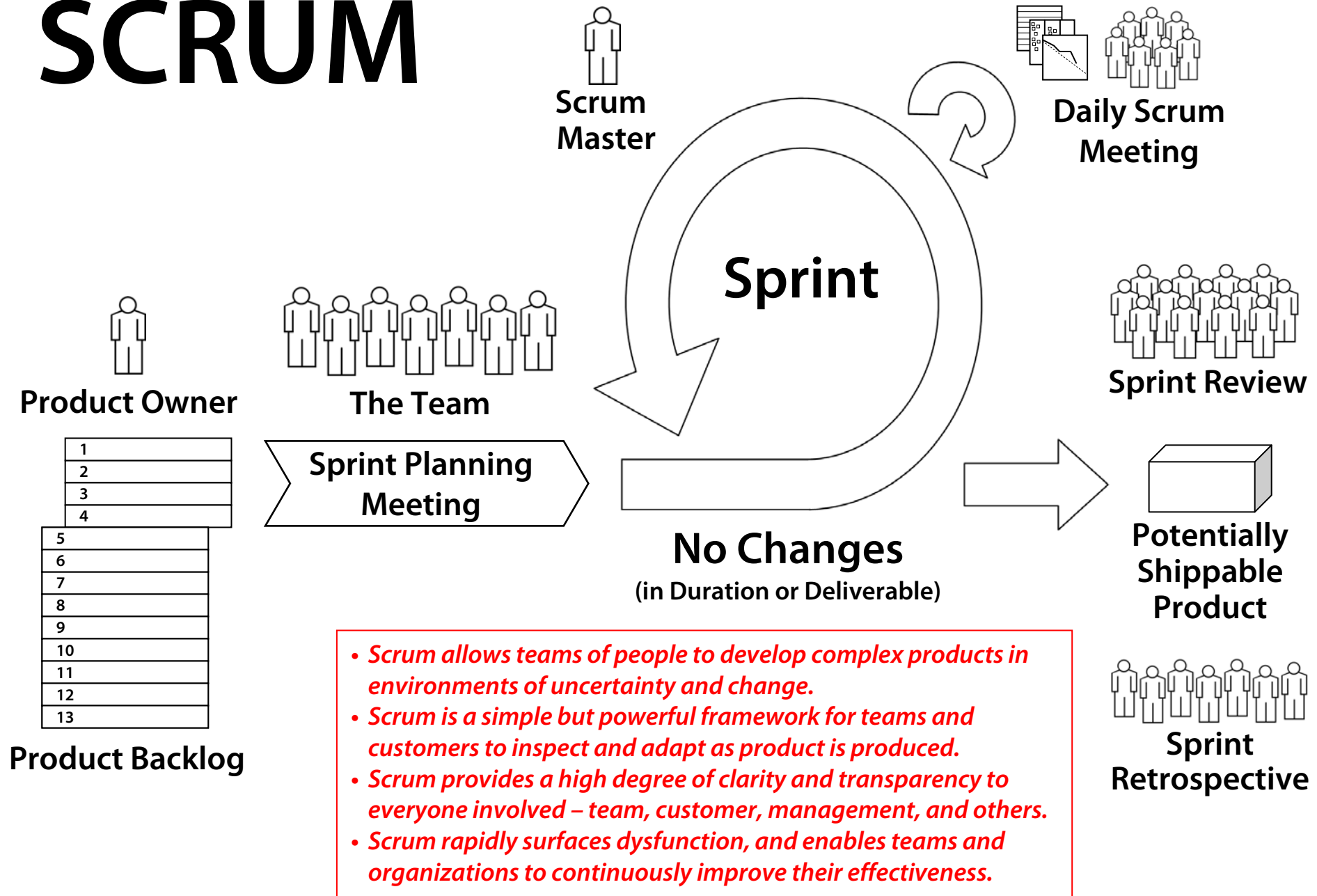
# The Basics of Scrum

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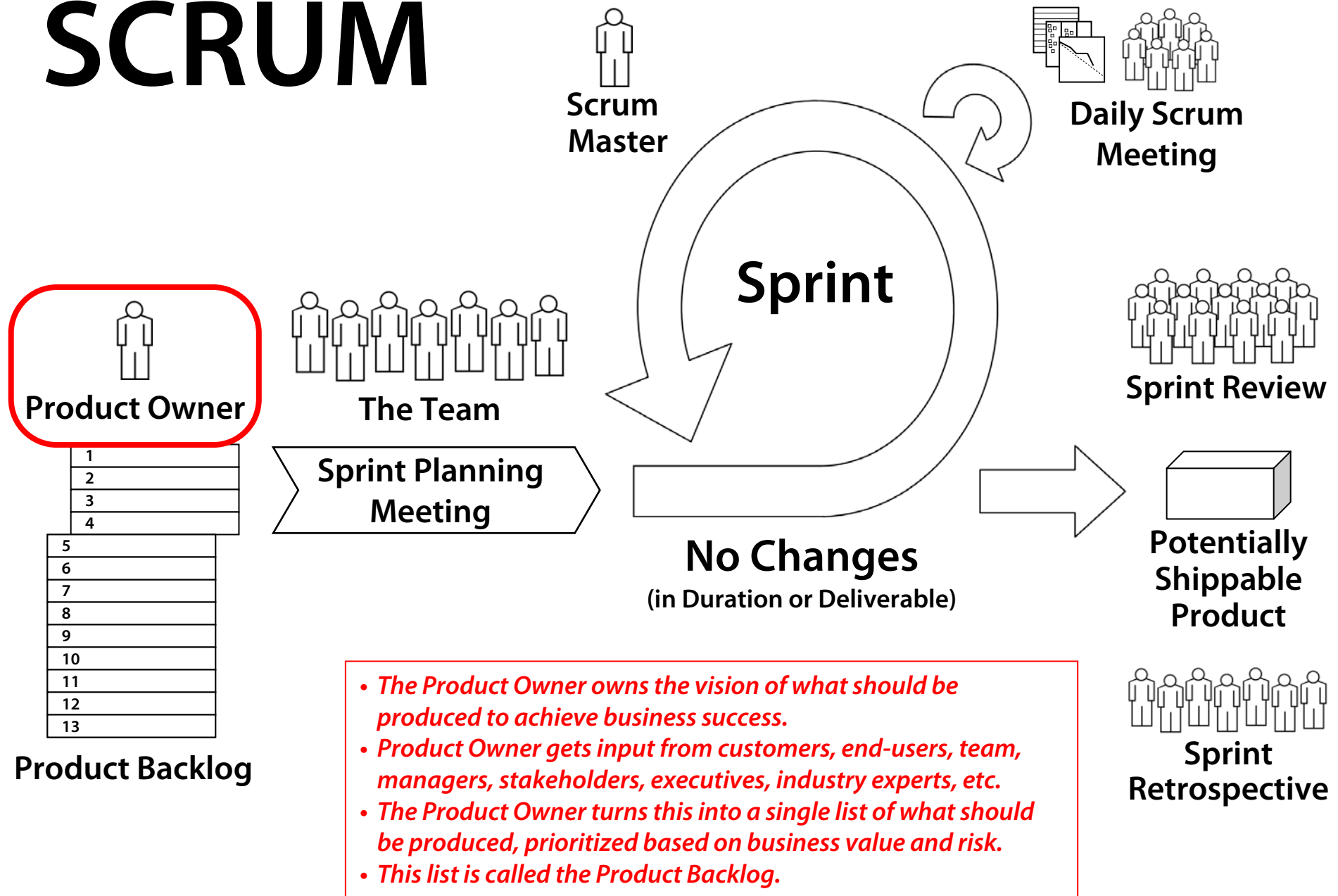
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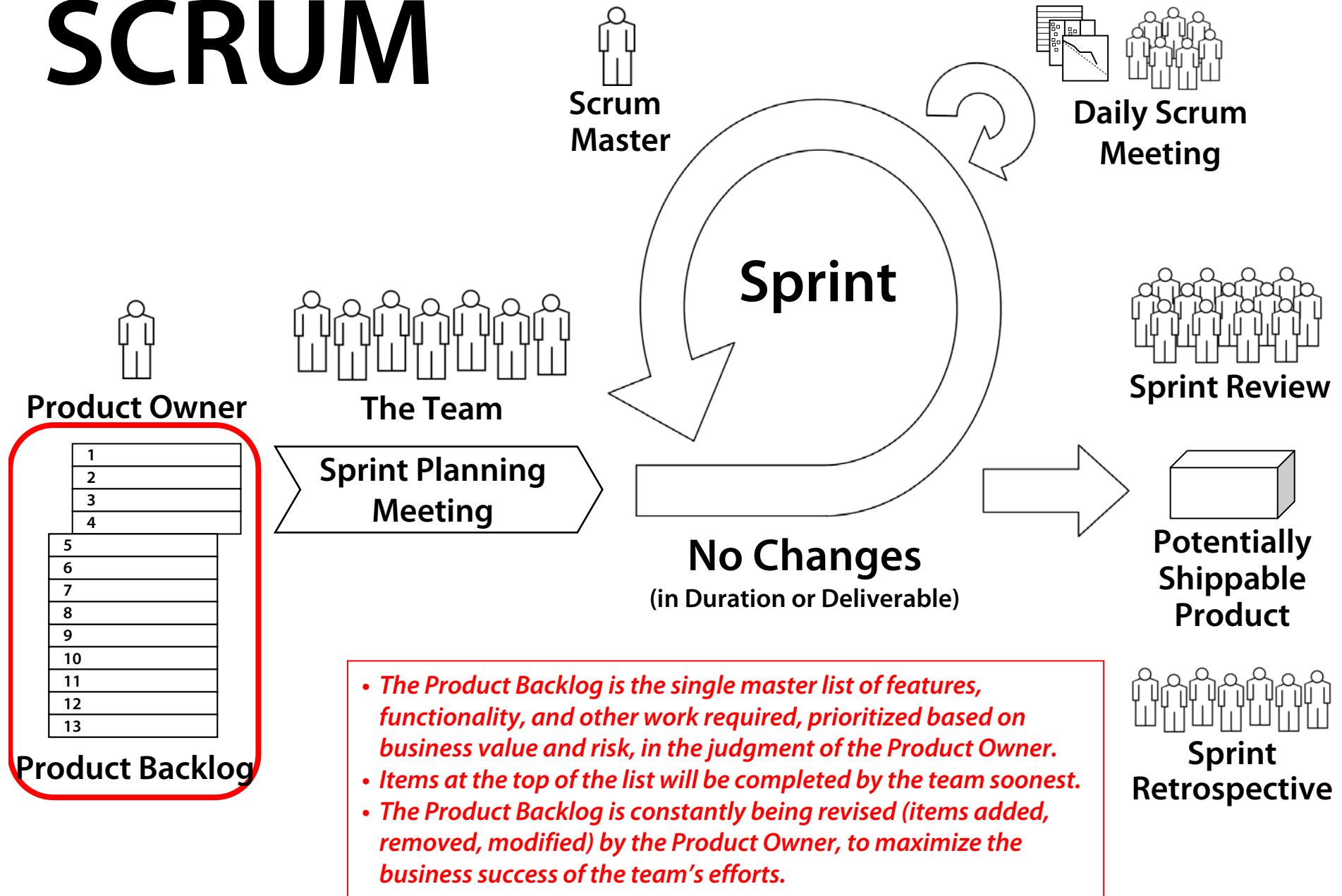
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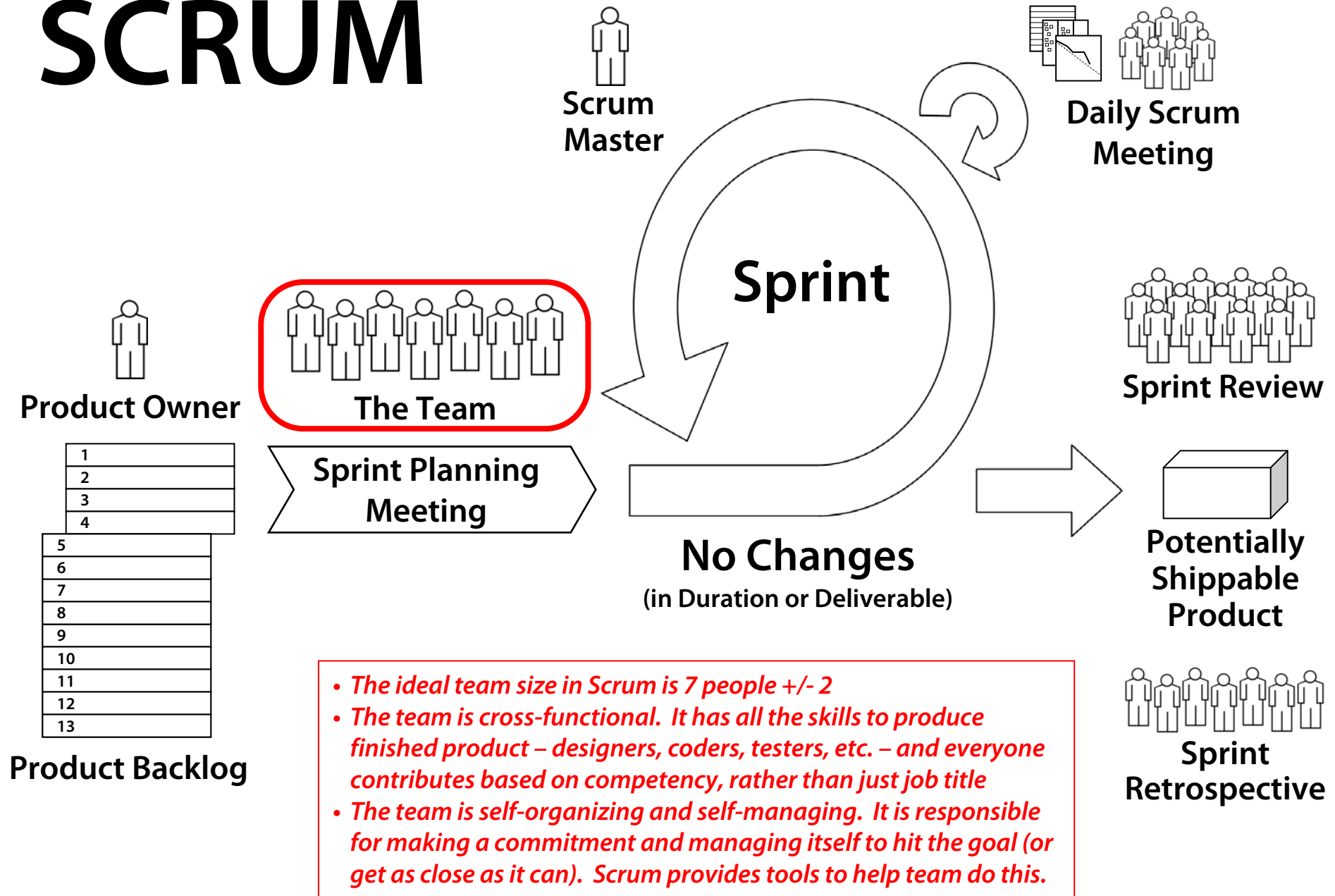
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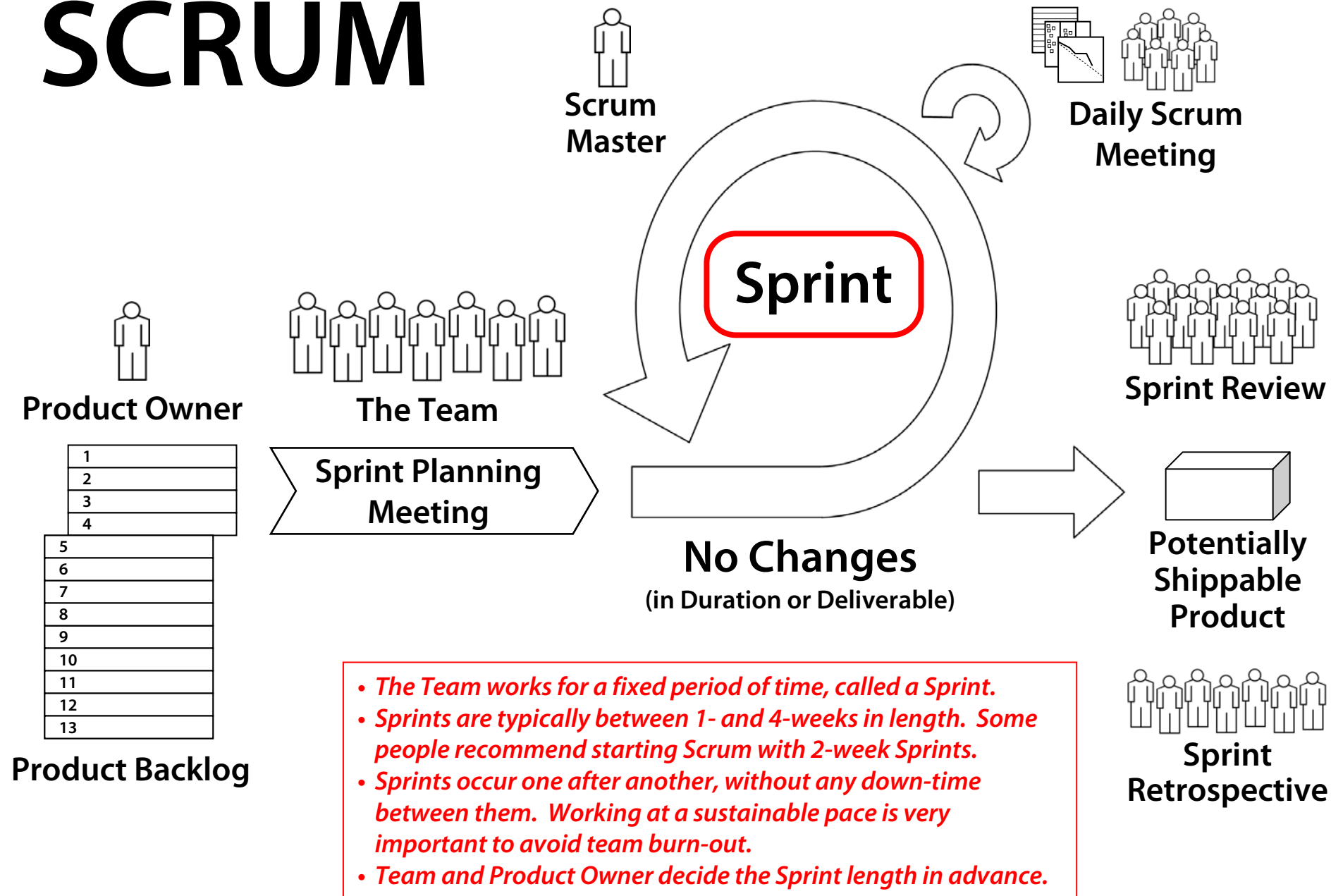


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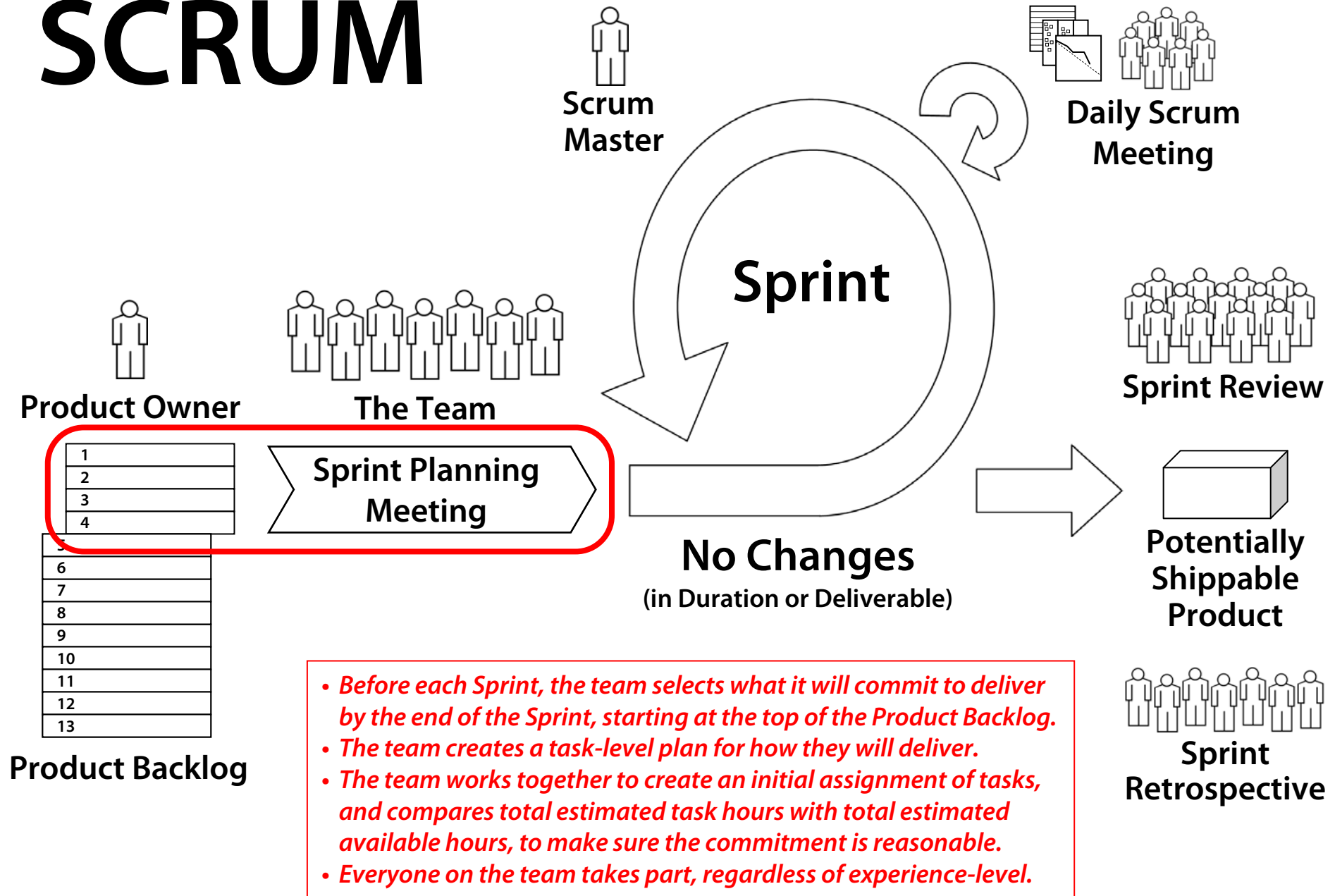


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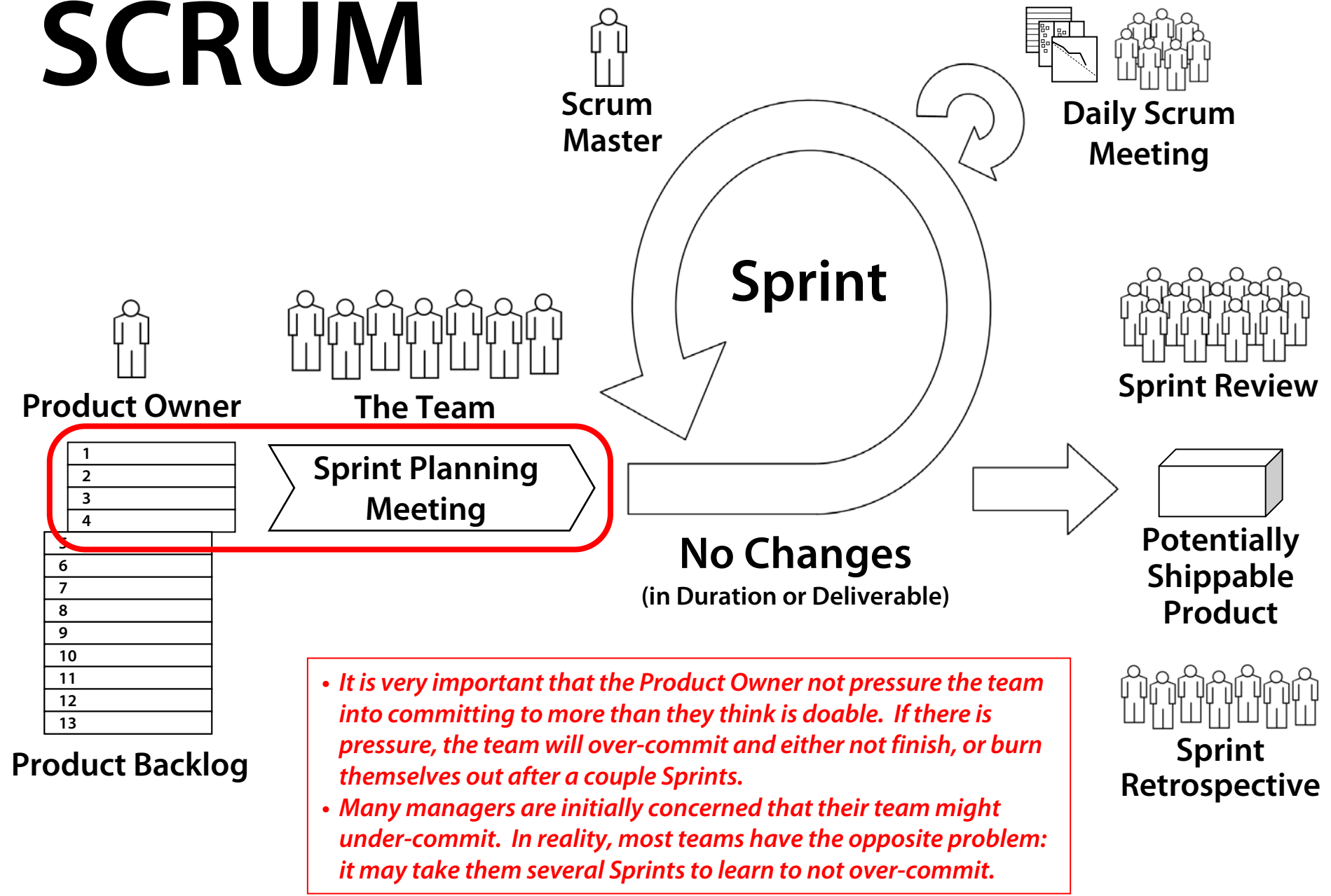


- *The Team works for a fixed period of time, called a Sprint.*
- *Sprints are typically between 1- and 4-weeks in length. Some people recommend starting Scrum with 2-week Sprints.*
- *Sprints occur one after another, without any down-time between them. Working at a sustainable pace is very important to avoid team burn-out.*
- *Team and Product Owner decide the Sprint length in advance.*

# SCRUM



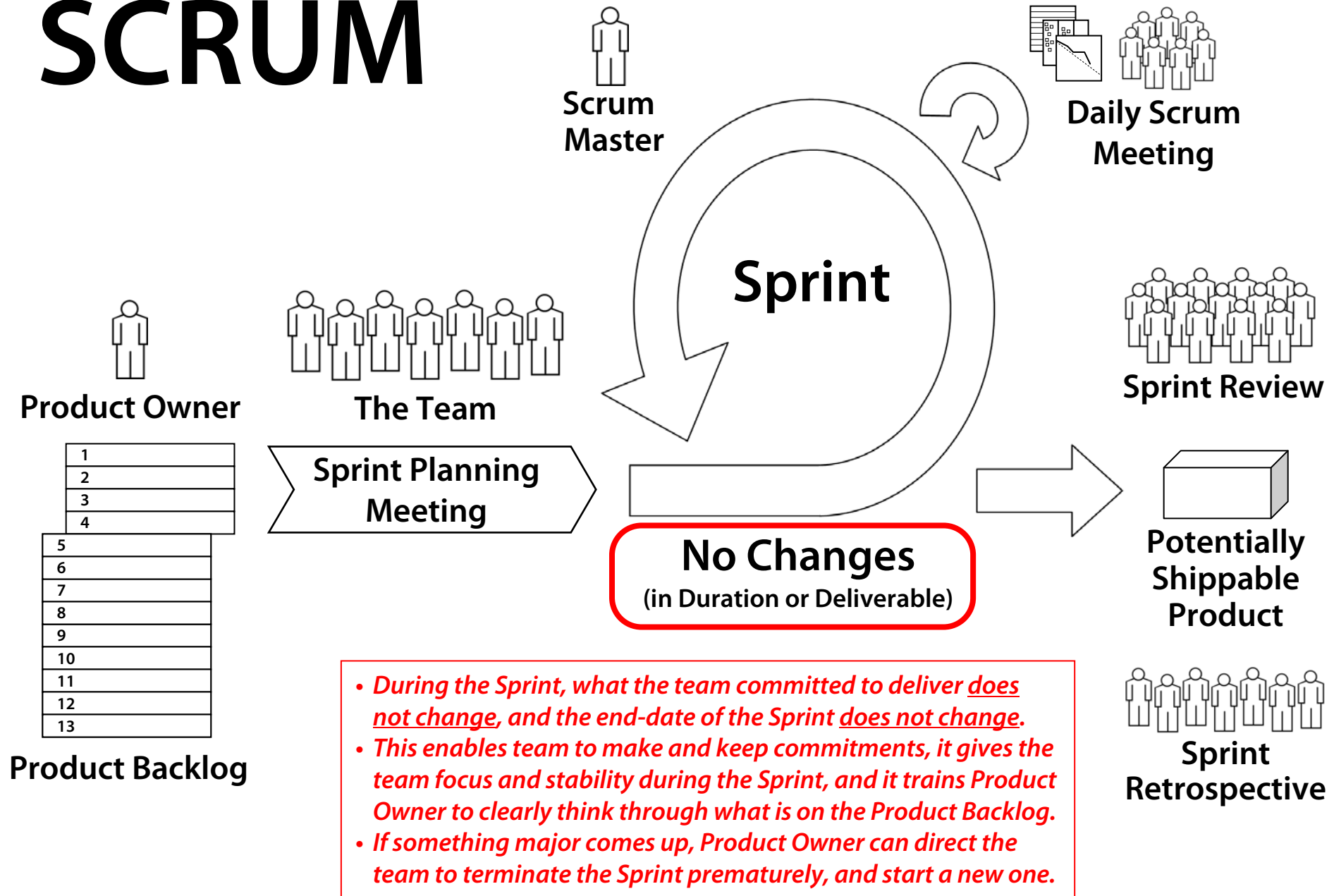
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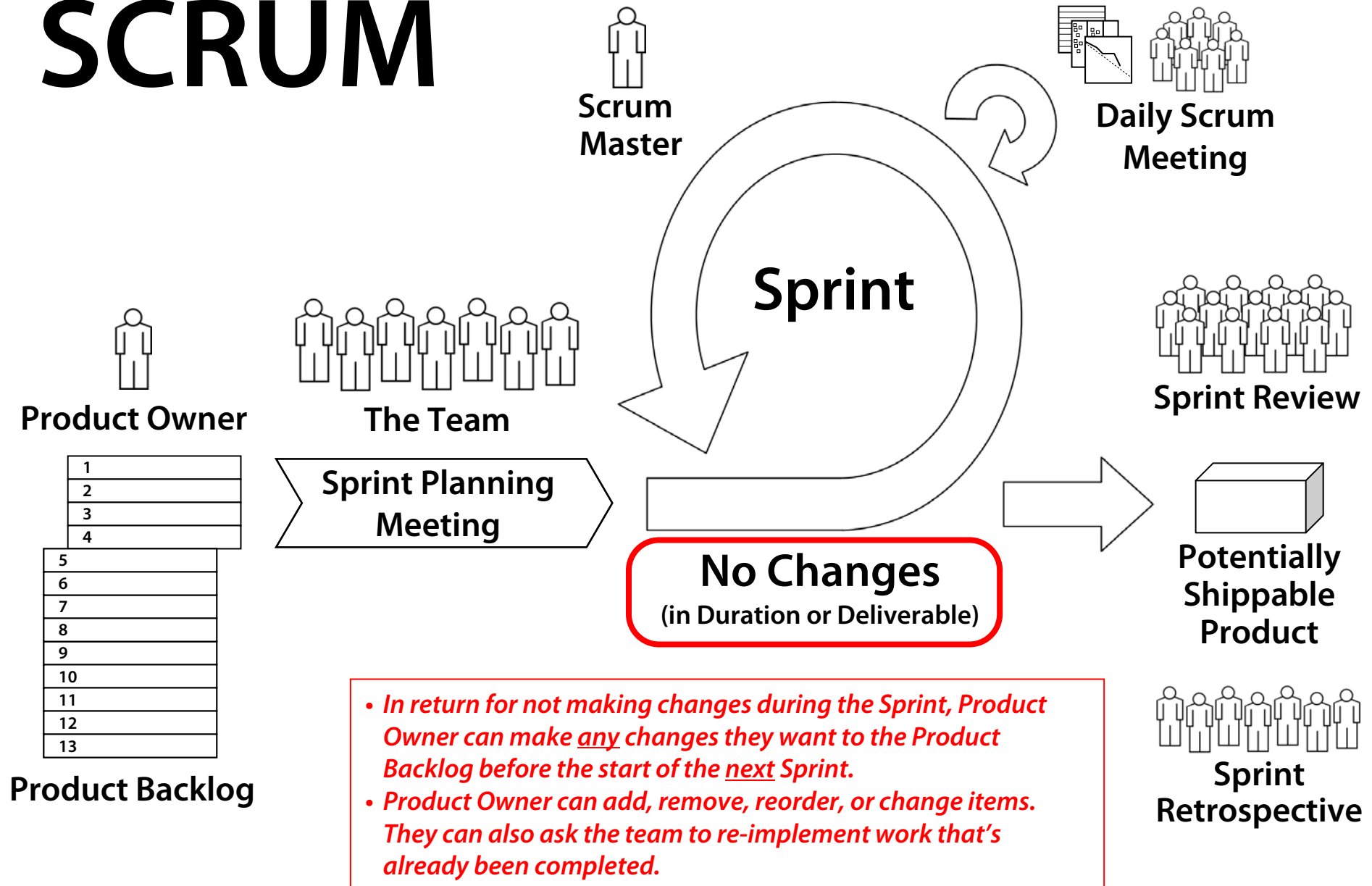
*• It is very important that the Product Owner not pressure the team into committing to more than they think is doable. If there is pressure, the team will over-commit and either not finish, or burn themselves out after a couple Sprints.*

*• Many managers are initially concerned that their team might under-commit. In reality, most teams have the opposite problem: it may take them several Sprints to learn to not over-commit.*

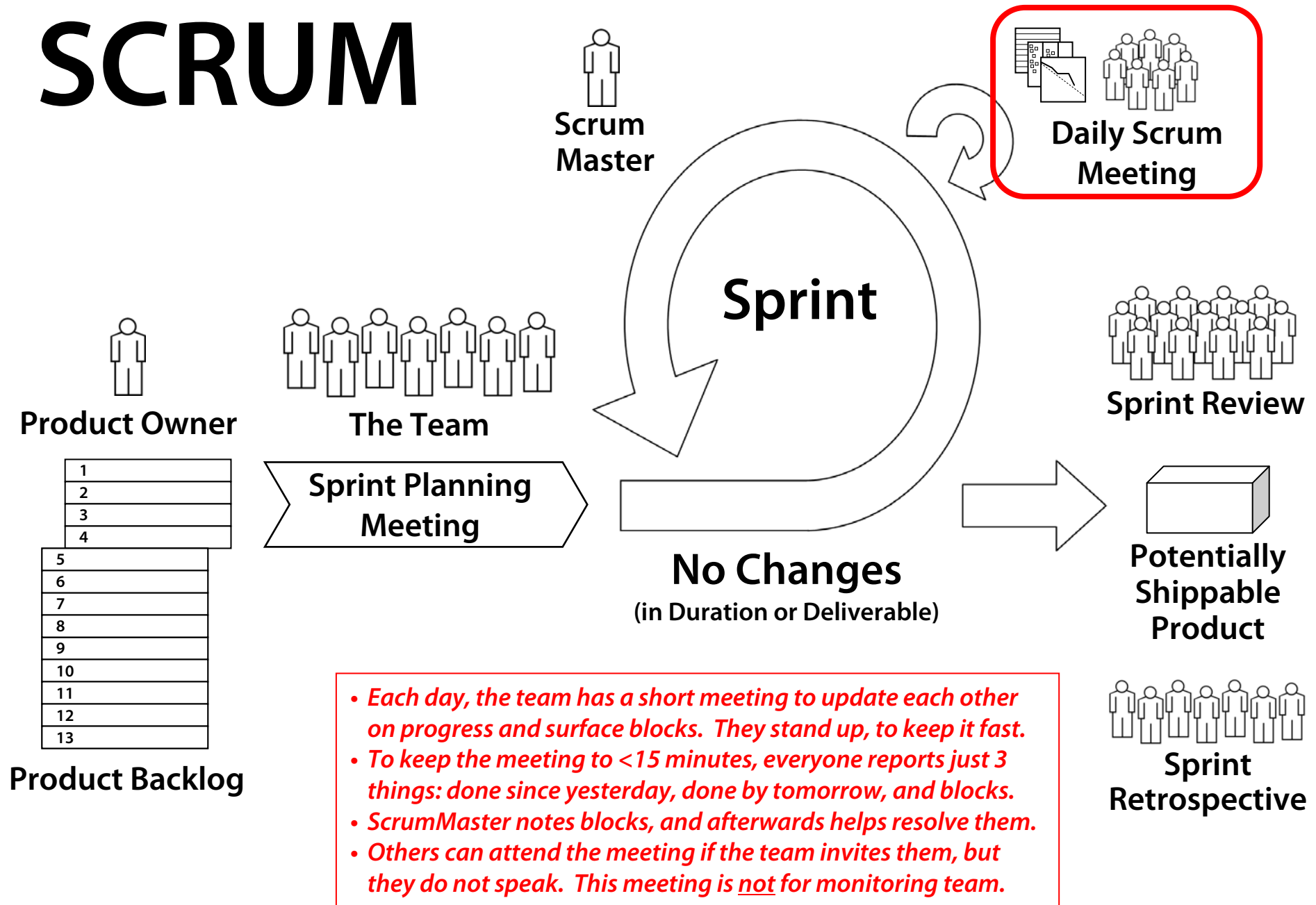
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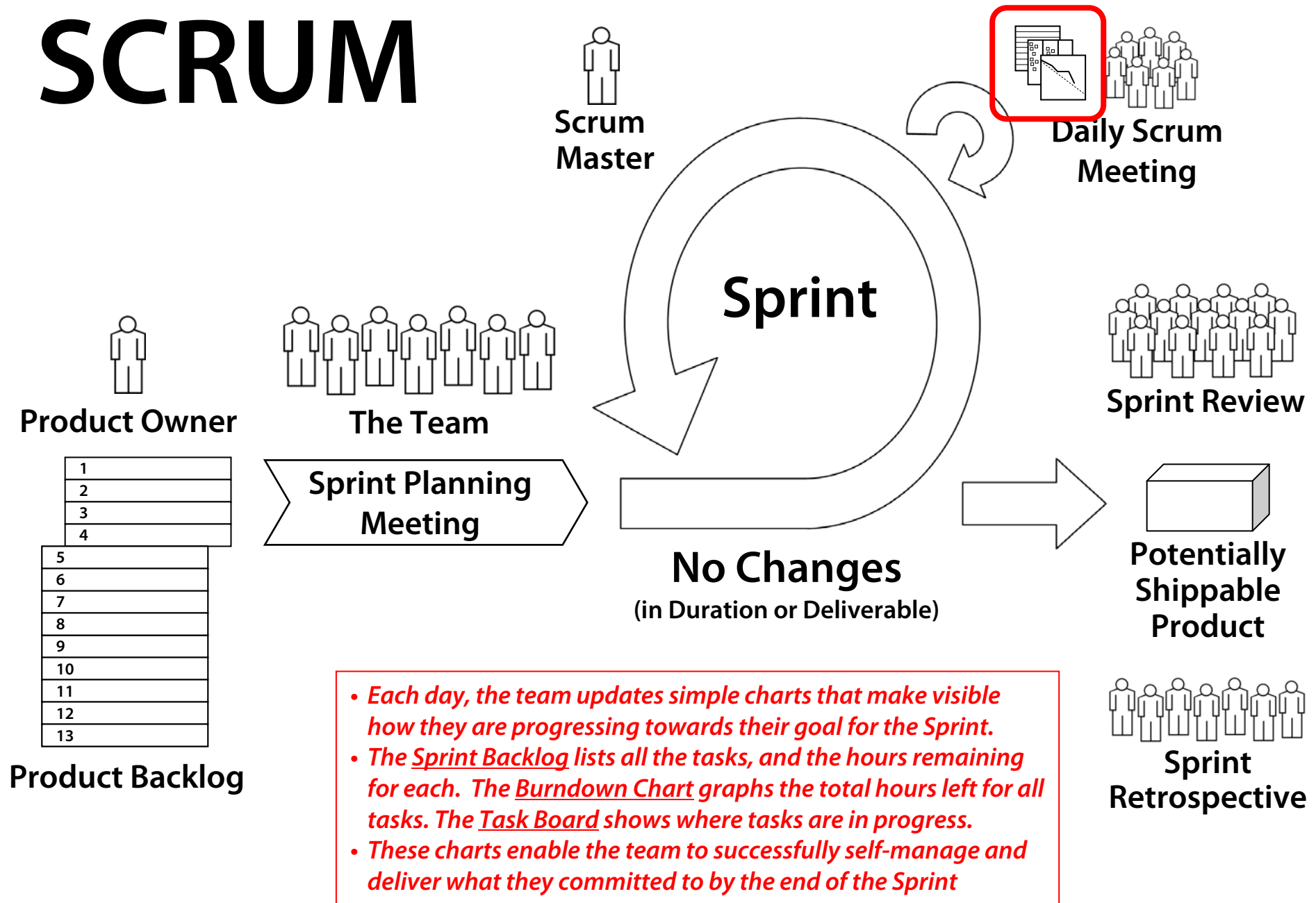
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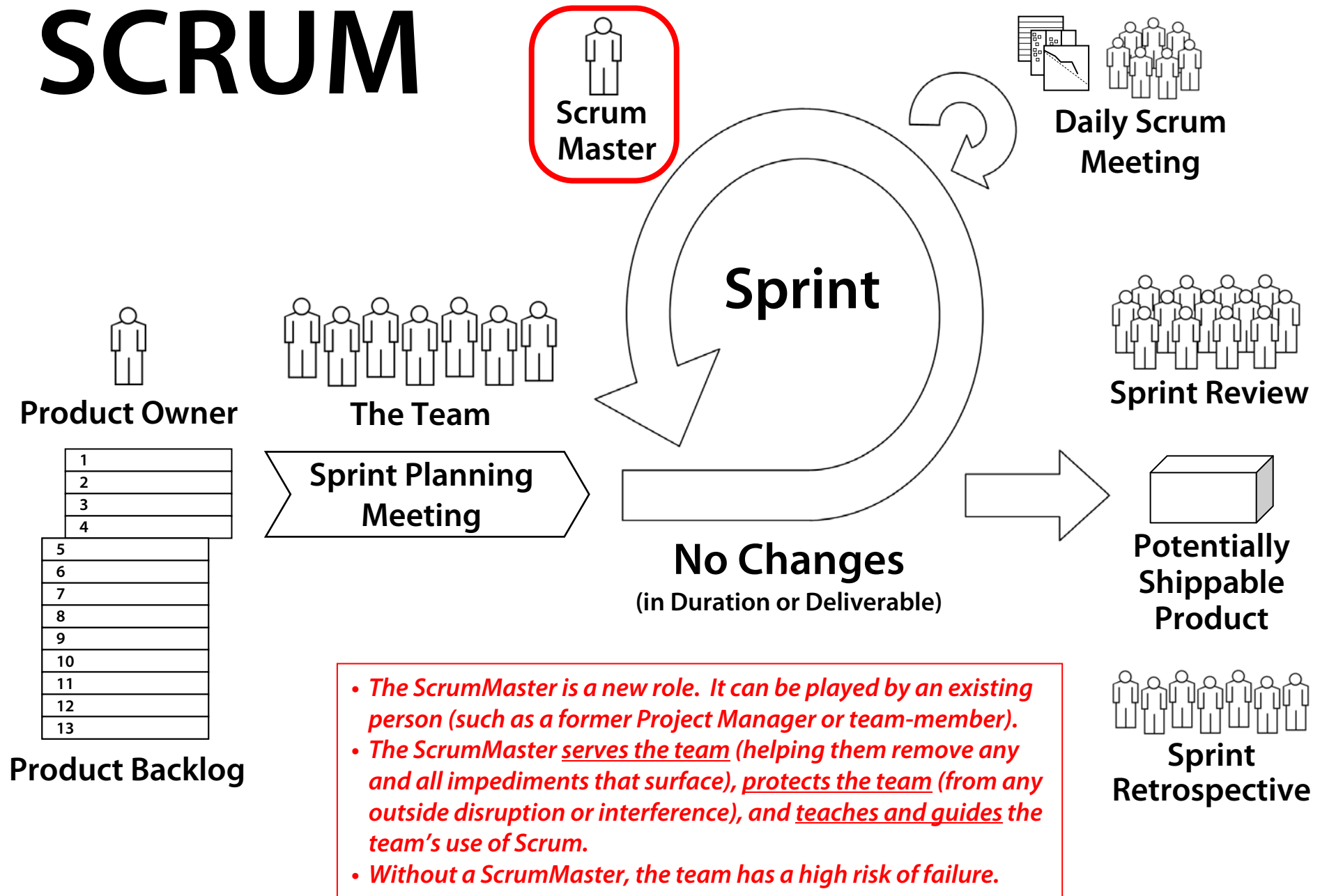
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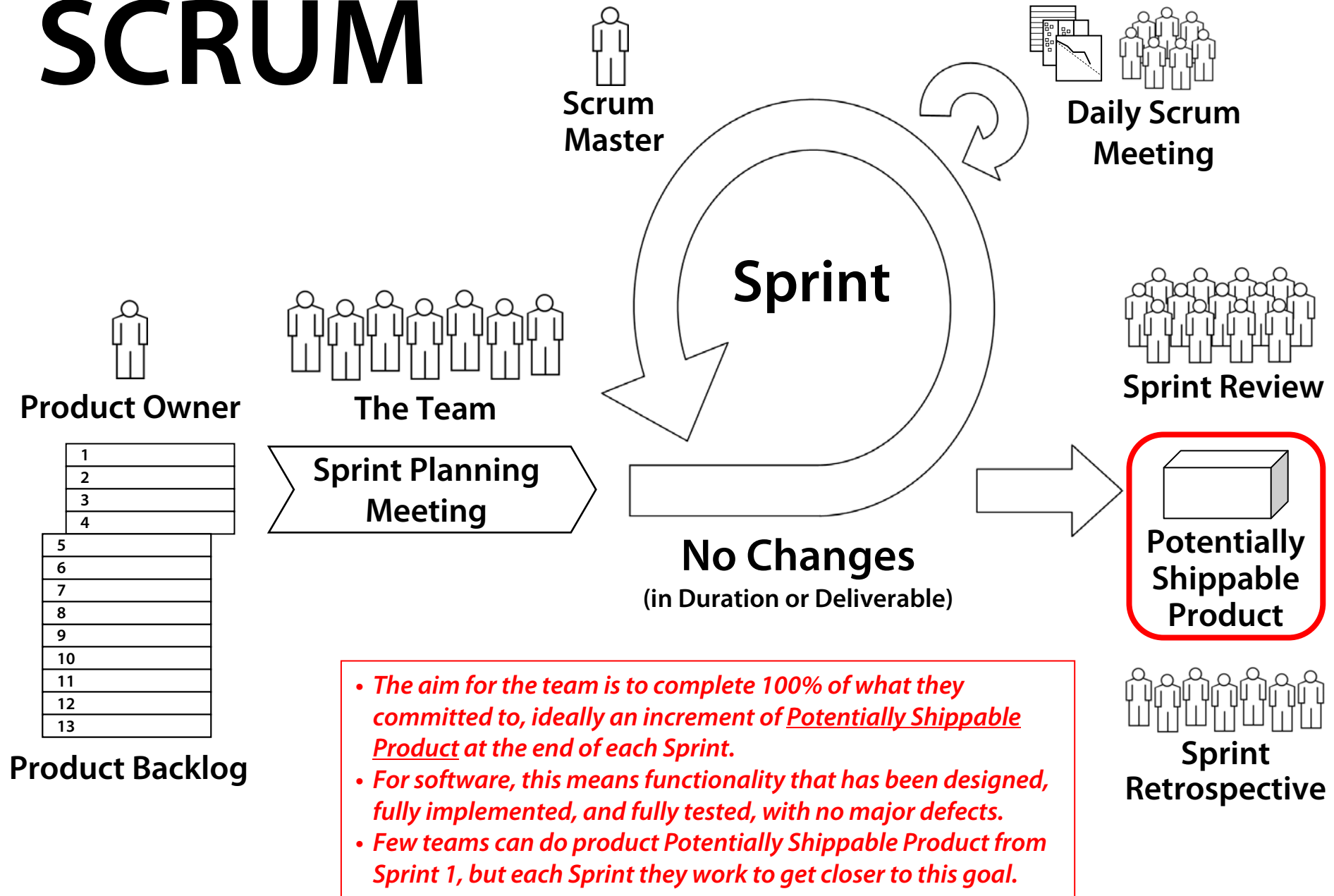


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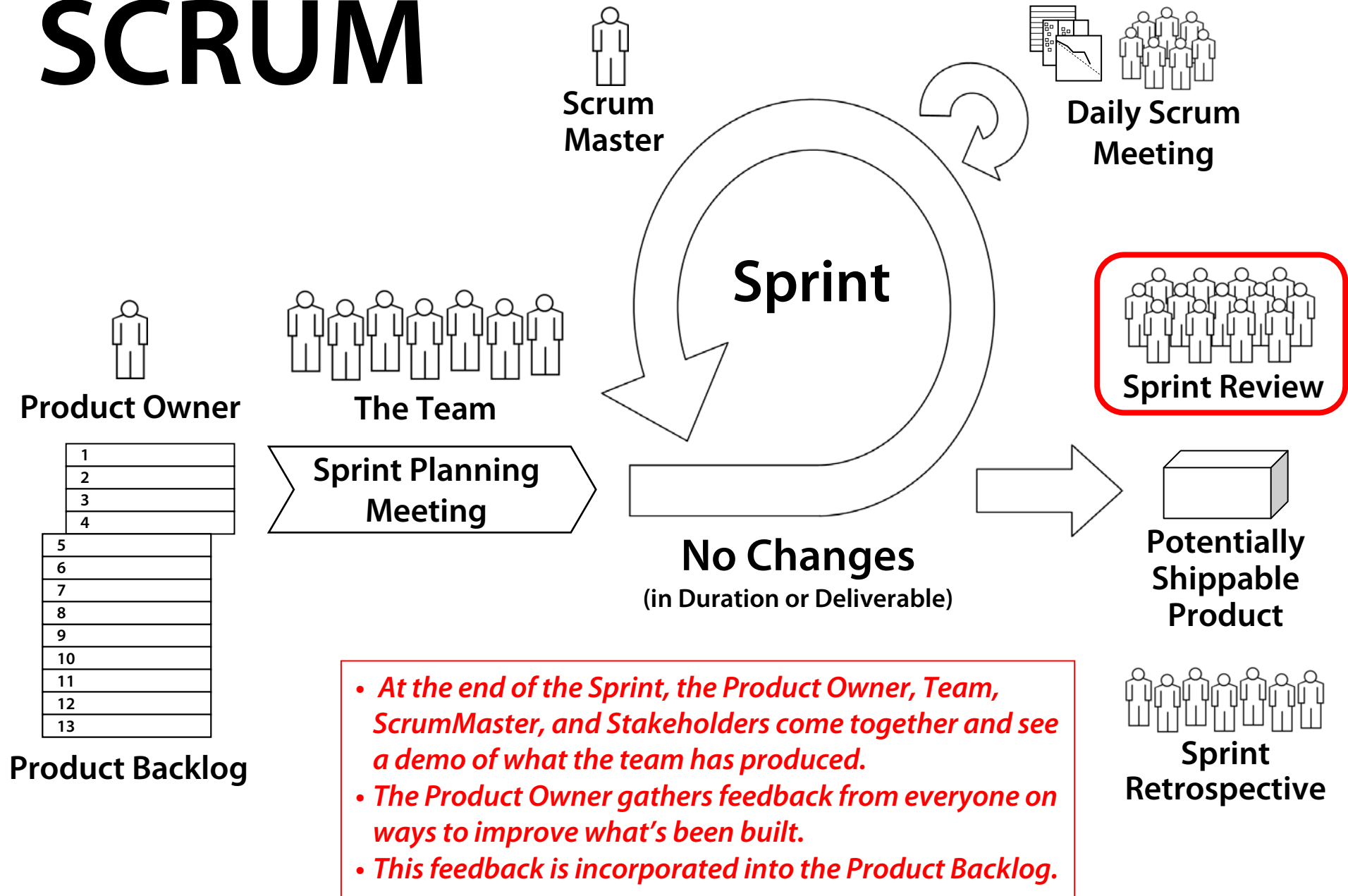




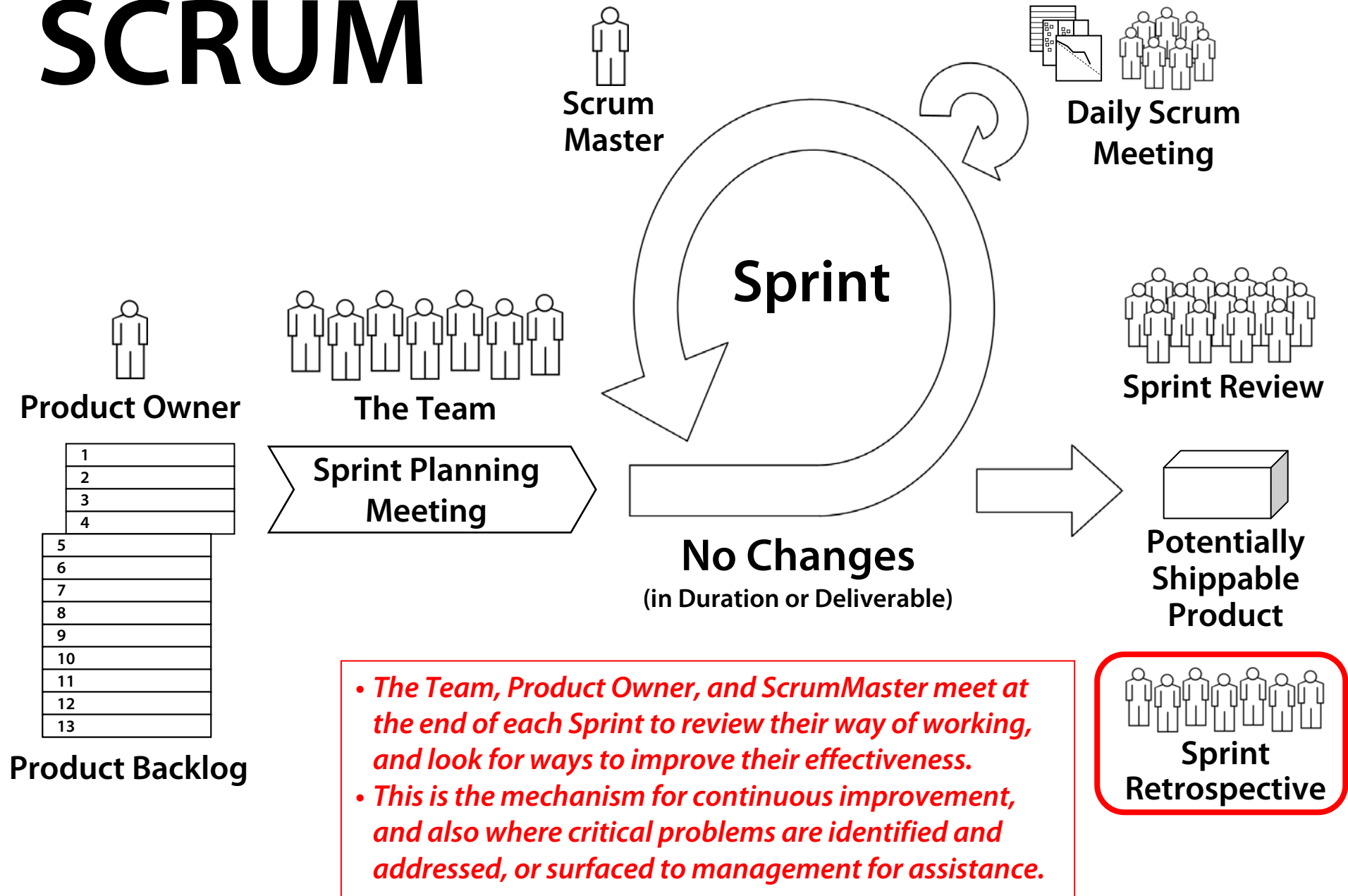
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# What Improves Your Likelihood of Success with Scrum?

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- 1. High Quality Scrum Training**
  - Training for Teams, and also for Managers and Executives.
  - Important that everyone know the principles and practices thoroughly, and also be prepared for the challenges and issues.
  - Choose your training provider carefully – lots of low-quality providers are starting to enter the market.
- 2. Active, Informed Support from Management**
  - Management role has to shift from micromanagement to macromanagement.
- 3. Clear Executive and Organizational Buy-In**
  - Scrum surfaces organizational dysfunction, and executive team needs to provide leadership and support to address companywide issues that surface.
  - Support also required from HR, Finance, Budgets, Metrics.
- 4. Coaching and Consulting Support**
  - Useful to have help from outside advisors on tough problems and bigger projects.
- 5. Discipline and Commitment to Actually Doing Scrum**
  - A common mistake is to modify Scrum, or apply it only partially. This can cause unintended negative effects, or allow existing dysfunction to remain unaddressed.

# Scrum Training

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- **Certified ScrumMaster (CSM) Training is the industry-standard training for Scrum**
  - Provided by Certified Scrum Trainers, who have been vetted and approved by the Scrum Alliance (~50 worldwide)
  - Intensive 2-Day Training Course
    - Comprehensive training in principles and practices of Scrum
    - Strong familiarization with the challenges of introducing Scrum
    - Hands-on exercises and scenario simulations
    - Topics include release planning, estimation techniques, scaling Scrum to large projects, multi-location Scrum, Scrum and metrics, strategies for success with organization-wide adoption.
    - Strongly recommended for ScrumMasters, Product Owners, and functional managers and executives in organizations adopting Scrum
  - Full list of classes available at [www.ScrumAlliance.org](http://www.ScrumAlliance.org)

# About the Author

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## Pete Deemer

- Managing Director, GoodAgile
- Creating software products for 17 years
- Graduate, Harvard University
- Former Lecturer, University of California – Berkeley
- Co-leader of Yahoo!'s adoption of Scrum, now at >200 teams (>2000 employees) in the US, Europe, and India
- Certified ScrumMaster and Certified Scrum Trainer based in India and Asia
  - One of ~50 CST's worldwide
  - Sponsored by Ken Schwaber, co-creator of Scrum